Guidance on THIRA Step 3: Establish Capability Targets

In Step 3 of the Threat and Hazard Identification and Risk Assessment (THIRA) process, communities establish capability targets for each core capability. Capability targets are short definitions of success that include:

1. The impact (detailed and capability-specific); and
2. The outcome (measurable)

Strong capability targets will help communities estimate the required resources to address a threat or hazard. This document provides guidance for developing strong capability targets.

Capability targets should reflect both "how much" of a core capability will be required and "to what standard" the capability should be delivered. The "how much" component stems from the impacts. Including the impacts helps a community determine how many resources it will need to achieve a desired outcome. This can be expressed as the number of people requiring medical care, the number of intelligence reports to be analyzed, or similar statements of required capacity.

The "to what standard" component of capability targets reflects the community's desired outcomes. Like impacts, desired outcomes inform the development of capability targets by establishing quantitative resource requirements. For example, a desired outcome can be a timeframe for completing search and rescue operations, a percentage of cargo to be screened, or another statement that defines conditions for the successful delivery of the capability.

The remainder of this guidance provides example capability targets that communities can refer to as they develop their own THIRAs. This guidance is organized by core capability according to the order in which they appear in the 2014 Unified THIRA-SPR Reporting Tool. For each of the core capabilities, the guidance gives:

1. A list of sample questions to consider when determining capability targets. These thought-provoking questions can guide jurisdictions in the development of a strong and measurable capability target. The questions are based on a Federal Emergency Management Agency (FEMA) review of the 2013 state and territorial THIRA submissions.
2. Selected examples of capability targets from 2013 state and territorial THIRA submissions. Many jurisdictions find it helpful to work from a list of sample questions to consider when developing their capability targets. Communities may find it useful to review these examples as they develop the capability targets in their 2014 THIRAs.

For those who wish to review the preliminary targets for the mission areas, they can be found in the National Planning Frameworks at: http://www.fema.gov/national-planning-frameworks.

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Planning

Prevention Planning Sample Questions to Consider

- What planning activities are necessary to avoid, prevent, or stop an imminent, threatened, or actual act of terrorism?"
- What are the appropriate courses of action that need to be developed in coordination with appropriate stakeholders to prevent an imminent terrorist attack within the United States?
- Who are the prevention stakeholders that should be included in the planning process?
- What is the time-sensitive, flexible planning process that builds on existing plans and incorporates real-time intelligence?
- What types of planning assumptions should be made to inform the actions of decision makers and counterterrorism professionals to prevent imminent and follow-on attacks?
- Have possible terrorism targets and vulnerabilities been sufficiently identified?
- What are the critical information requirements necessary to identify imminent terrorism threats?

Sample 2013 Capability Targets for Prevention Planning

- Within (#) hours of receipt of credible intelligence of an imminent terrorist attack, develop and execute appropriate courses of action in coordination with appropriate Federal and state agencies, state police, fusion center(s), (#) local emergency management programs, (#) local law enforcement agencies, (#) fusion liaison officers, and (#) critical infrastructure and key resources spanning private and public sector entities, which prevent the attack(s).
- Within (#) hours of receiving credible information regarding an imminent threat (of any complexity - unstructured to highly complex), perform all crisis action planning to prevent the attack, in coordination with (#) agencies.
- Every (#) year(s) review and update (#) state, regional, and local prevention plans to ensure the plans identify critical objectives, provide the sequence and scope of tasks required to achieve the objectives, and ensure the objectives are implementable within a designated time-frame.

Protection Planning Sample Questions to Consider

- What planning activities are necessary to establish the capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters?
- What are the critical infrastructure and key resources within the jurisdiction that should be considered in jurisdictional plans and the planning process?
- How should the critical infrastructure and key resource vulnerabilities be identified?
- What vulnerable populations should be considered in the plans and planning process?
- What sensitive areas should be considered in the plans and planning process? ?
- What and where are the most critical or vulnerable sites within the jurisdiction?
- Are existing risk assessments and analyses sufficient to support protection planning?
- What are the critical infrastructure and key resources protection priorities?
- What protective measures should be coordinated with whole community partners?
- What security, protection, resilience, and continuity plans and programs should be developed and implemented?

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Sample 2013 Capability Targets for Protection Planning

- Every (#) year(s), exercise and update the (jurisdiction's) (#) departmental Continuity of Operations Plans to ensure that primary mission essential functions can continue to be performed during a range of emergencies.
- Within (#) year(s), develop and implement physical security plans for all identified critical infrastructures including vulnerable populations and sensitive areas. Review and update the plans every (#) year(s)
- Every (#) year(s) develop or update, evaluate, and maintain integrated and effective contingency protection plans as new threats to the jurisdiction emerge.
- Every (#) year(s) review and update (#) state, regional, and local protection plans to ensure the plans identify critical objectives, provide the sequence and scope of tasks required to achieve the objectives, and ensure the objectives are implementable within a designated time-frame.

Mitigation Planning Sample Questions to Consider

- What planning activities are necessary to develop the capabilities necessary to reduce the loss of life and property by lessening the impact of disasters?
- What are the mitigation policies?
- What are the mitigation priorities?
- Who are the mitigation stakeholders that should be included in the planning process?
- How should Mitigation stakeholders be engaged?
- What mitigation measures should be coordinated with whole community partners?
- Who should ensure that those with disabilities and other access and functional needs considerations are addressed?
- What vulnerable populations should be considered in plans and in the planning process?
- What animal issues should be addressed in mitigation planning?
- Is risk-based decision making embedded into the mitigation planning process?
- How should the use of available resources be maximized, including through fostering public-private partnerships to promote resilience?
- What incentives, information, and tools should be provided to encourage businesses to exceed minimum standards?
- How can building codes and enforcement be strengthened to address identified vulnerabilities?
- What vulnerability-reducing economic development opportunities should be created or supported?
- How should the jurisdiction ensure and monitor the usefulness of mitigation plans?
- Which community development comprehensive plans should include mitigation strategies?

Sample 2013 Capability Targets for Mitigation Planning

- Update the jurisdiction's Hazard Mitigation Plan every (#) years to address all relevant and emerging threats and hazards (including climate change) identified in the jurisdiction's threat and hazard analysis, and to ensure the plan meets Disaster Mitigation Act of 2000 and Emergency Management Accreditation Program requirements for approval and certification.
- Develop, implement, evaluate and/or revise the jurisdiction's Hazard Mitigation Plan every (#) years. Support the development, implementation, evaluation and revision of All-Hazards Mitigation Plans for (#) local jurisdictions every (#) years.

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Response Planning Sample Questions to Consider

- What planning activities are necessary to provide the capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred?"
- Who are the emergency response organizations and stakeholders that should be included in the planning process?
- What entities should have implementable EOPs?
- What is the required timeframe for EOP review and update?
- Which planning standards and guidance should be addressed and considered?
- What critical objectives and sequence and scope of tasks are required to achieve to achieve the operational plans objectives?
- Are current operational plans implementable within the timeframe contemplated in the plan using available resources?

Sample 2013 Capability Targets for Response Planning

- Review and update the jurisdiction's Comprehensive Emergency Management Plan, associated annexes, and supporting plans every (#) year(s), and the regional all-hazards plans every (#) year(s). Every (#) year(s) train and exercise to validate all plans and procedures.
- Review and update the all-hazard emergency management plan every (#) year(s) to address changes in roles and responsibilities within the state's emergency support functions. Exercise the plan at least every (#) year(s) and implement improvement planning to better save lives, protect property, support local governments, and meet basic human needs.
- Within (#) hours develop (#) operational response plans that adequately identify critical objectives based on the planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the timeframes contemplated in the jurisdiction's all-hazards plan.

Recovery Planning Sample Questions to Consider

- What planning activities are necessary to provide the core capabilities necessary to assist communities affected by an incident to recover effectively?
- Who are the short-term and long-term recovery stakeholders/partners that should be included in the planning process?
- What community development and other related plans should be considered and integrated with recovery planning efforts?
- What risk-based decision making assessments and analyses should be embedded into the recovery planning process?

Sample 2013 Capability Targets for Recovery Planning

- Within (#) hours, convene the core of an inclusive planning team (identified pre-disaster) which will oversee disaster recovery planning. Within (#) days, develop a recovery strategy that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, community outreach, and risk assessment considerations, which will be implemented in accordance with the timeline contained in the plan.
- Within (#) week(s) of a catastrophic incident, establish a recovery planning group representing key whole community stakeholders identified pre-disaster, to include (#) state agencies, (#)

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nongovernmental organizations, and (#) private sector partners. Within (#) days of a no-notice event, develop a comprehensive long-term recovery plan that establishes priorities, addresses all Recovery Support Functions, and accounts for people with disabilities and access and functional needs.

Sample Combined Planning Capability Target for 2014

When developing the combined capability target, jurisdictions should consider including elements that address the nuances from each mission area. Please see the example in the following table addressing the Planning core capability:

Core Capability: Planning	
Capability Target	▪ Prevention: • Every (#) year(s) review and update (#) state, regional, and local prevention plans to ensure the plans identify critical objectives, provide the sequence and scope of tasks required to achieve the objectives, and ensure the objectives are implementable within a designated time-frame. ▪ Protection: • Within (#) year(s), develop and implement physical security plans for all identified critical infrastructures including vulnerable populations and sensitive areas. Review and update the plans every (#) year(s). ▪ Mitigation: • Develop, implement, evaluate and/or revise the jurisdiction's Hazard Mitigation Plan every (#) years. Support the development, implementation, evaluation and revision of All-Hazards Mitigation Plans for (#) local jurisdictions every (#) years. ▪ Response: • Review and update the all-hazard emergency management plan every (#) year(s) to address changes in roles and responsibilities within the state's emergency support functions. Exercise the plan at least every (#) year(s) and implement improvement planning to better save lives, protect property, support local governments, and meet basic human needs. ▪ Recovery: • Within (#) week(s) of a catastrophic incident, establish a recovery planning group representing key whole community stakeholders identified pre-disaster, to include (#) state agencies, (#) nongovernmental organizations, and (#) private sector partners. Within (#) days of a no-notice event, develop a comprehensive long-term recovery plan that establishes priorities, addresses all Recovery Support Functions, and accounts for people with disabilities and access and functional needs.

Public Information and Warning

Prevention Public Information and Warning Sample Questions to Consider

- Who and where are the vulnerable populations that should be considered?
- What are the immediate messages that need to be delivered?
- What public information tools and resources should be used?
- How should the jurisdiction attempt to increase public awareness of indicators of terrorism and terrorism-related crime?
- What are the warning systems and resources requirements?
- What are the media markets in the area that should be used for dissemination of public information?
- What is the percentage of non-English speaking people? What are the other commonly used languages in the jurisdiction that should be considered?

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- What types of assessments, observations, and analyses should be performed to inform public information and warning activities? Which stakeholders should contribute to them? How often should they be updated? Over how large an area are they required?
- What options to release pre-event information public have been considered?
- How should actionable messages be shared promptly with the public or other appropriate stakeholders?
- What communication means are appropriate for each message type?
- How should information be validated and secured?

Sample 2013 Capability Targets for Prevention Public Information and Warning

- Within (#) hours of receiving a threat watch announcement, ensure that (#) people, including the public and all necessary stakeholders, are provided with information and details on a suspicious activity reporting process that could aid law enforcement authorities in preventing a terrorist attack at a (#)-person event.
- Within (#) hours of credible intelligence, share actionable and accessible messages, to include NTAS alerts, with (#) people, including the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks.
- Within (#) months, develop and implement a public awareness campaign to inform (#) people within the state of methods to identify and report suspicious activity to law enforcement entities through initiatives such as the DHS See Something / Say Something campaign or other similar program(s).

Protection Public Information and Warning Sample Questions to Consider

- Who and where are the vulnerable populations that should be considered?
- Who are the public information and warning stakeholders?
- What messages need to be delivered?
- What public information tools and resources should be used?
- What warning systems and resources should be used?
- What are the media markets in the area that should be used to distribute public information?
- What is the percentage of non-English speaking people? What are the other languages that should be considered in delivering public information?
- What are the requirements and processes for sharing information with children, individuals with disabilities, and others with access and functional needs, including those who are deaf, hard of hearing, blind, or have low vision through the use of appropriate auxiliary aids and services, such as sign language and other interpreters and the captioning of audio and video materials?
- How should actionable measures be shared promptly with the public and among those directly supporting protection activities?
- What communication means should be leveraged (e.g., Integrated Public Alert and Warning System, NTAS, social media sites)?
- Which stakeholders (including whole community partners) require situation reporting? What information do they need? How often do they need it? For how long?

Sample 2013 Capability Targets for Protection Public Information and Warning

- Use effective and accessible indication, notification and warning systems to communicate significant threats and hazards to (#) residents and visitors, including involved operators, security officials, and

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the public, including alerts, detection capabilities, and other necessary and appropriate assets within (#) hours of a potential or actual threat/hazard.

- Use IPAWS or another mass notification system to communicate significant threats and hazards to (#) people, including the public, security officials, and private sector operators within (#) jurisdictions.

Mitigation Public Information and Warning Sample Questions to Consider

- Who is the target audience?
- What are the messages that need to be delivered?
- What are the risks, actions the public can take, priorities, and plans?
- Which messages should be targeted at specific groups?
- What public information tools and resources should be used?
- Which stakeholders and partners should communicate the benefits of mitigation action, arriving at solutions, and engaging the broader community?
- What sensitive information should be considered for release?
- How should newer technologies and traditional mechanisms be used to communicate with and inform the public, including children, diverse communities, people with low English proficiency, and those with disabilities and others with access and functional needs?
- Which communities should be supported in their efforts to develop and share risk reduction products?
- What science-based methods, such as community-based social marketing, should be used to create behavior change?
- How should evolving risk perception and risk communication be addressed?
- How should the community capitalize on the post-disaster window of opportunity and the media information cycle to influence the public to take steps toward future mitigation?

Sample 2013 Capability Targets for Mitigation Public Information and Warning

- At least every (#) years, as part of the five-year local Hazard Mitigation Plan update cycle and after the completion of risk assessments, communicate appropriate information regarding the risks faced within their communities to (#) residents in a readily accessible manner.
- Every (#) years, conduct (#) public information and warning campaigns to provide (#) people within the jurisdiction with useful and relevant information on the threats and hazards faced by the community and how to prepare for them.

Response Public Information and Warning Sample Questions to Consider

- What public information tools and resources should be used?
- What warning systems and resources should be used?
- What are the media markets in the area should be used to disseminate public information?
- What is the percentage of non-English speaking people? What other languages should be considered for public information and warnings?
- What are the requirements and processes for sharing information with children, individuals with disabilities, and others with access and functional needs, including those who are deaf, hard of hearing, blind, or have low vision, through the use of appropriate auxiliary aids and services, such as sign language and other interpreters and the captioning of audio and video materials?
- How should actionable protective measures and other life-sustaining actions be shared promptly with the public and among those directly supporting response activities?

- What are the immediate messages that need to be delivered?

Sample 2013 Capability Targets for Response Public Information and Warning

- Deliver coordinated, prompt, reliable and actionable information within (#) hours after an incident using (#) communication mechanisms (to include TV, radio, phone, message signs, etc.) to (#) people in a timely, clear and consistent culturally/linguistically appropriate manner, consistent with the threat or hazard to enable people to take appropriate measures.
- Deliver in real time, in a coordinated response, by all means necessary, and in an accessible manner, critical lifesaving and sustaining information to (#) people across (#) counties to expedite the delivery of emergency services and to inform the public on appropriate protective actions as well as information on transitioning to short-term recovery within (#) hours of an incident

Recovery Public Information and Warning Sample Questions to Consider

- Who are the target audiences?
- What are the threats and hazards potentially affecting the population?
- What are the messages that need to be delivered?
- What are the public information tools and resources that should be used?
- What is the percentage of non-English speaking people? What are the other languages to be considered in delivering public information?
- What are the requirements and processes for sharing information with children, individuals with disabilities, and others with access and functional needs, including those who are deaf, hard of hearing, blind, or have low vision through the use of appropriate auxiliary aids and services, such as sign language and other interpreters and the captioning of audio and video materials?
- How should actionable measures be shared effectively with the public and among those directly supporting recovery activities?
- What communication means should be leveraged?
- Which stakeholders (including whole community partners) require situation reporting? What information do they need? How often do they need it? For how long?

Sample 2013 Capability Targets for Recovery Public Information and Warning

- Within (#) days, deliver credible, recovery-based, accessible messages to (#) people across the state using (#) communications mechanisms, in order to facilitate the transition from response to recovery, and to inform the public of all available recovery funds and resources in coordination with all ESF-14 partners, across all sectors.
- Within (#) hours, reach (#) people within the jurisdiction with effective recovery-related public information messaging and communications that are accessible to people with disabilities and people with limited English proficiency, protect the health and safety of the affected population, help manage expectations, and ensure stakeholders have a clear understanding of available assistance and their roles and responsibilities.

Sample Combined Public Information and Warning Capability Target for 2013

A sample combined capability target for Public Information and Warning is provided in the following table:

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Core Capability: Public Information and Warning	
Capability Target	- Prevention: - Within (#) hours of credible intelligence, share actionable and accessible messages, to include NTAS alerts, with (#) people, including the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks. - Protection: - Use effective and accessible indication, notification and warning systems to communicate significant threats and hazards to (#) residents and visitors, including involved operators, security officials, and the public, including alerts, detection capabilities, and other necessary and appropriate assets within (#) hours of a potential or actual threat/hazard. - Mitigation: - Every (#) years, conduct (#) public information and warning campaigns to provide (#) people within the jurisdiction with useful and relevant information on the threats and hazards faced by the community and how to prepare for them. - Response: - Deliver coordinated, prompt, reliable and actionable information within (#) hours after an incident using (#) communication mechanisms (to include TV, radio, phone, message signs, etc.) to (#) people in a timely, clear and consistent culturally/linguistically appropriate manner, consistent with the threat or hazard to enable people to take appropriate measures. - Recovery: - Within (#) hours, reach (#) people within the jurisdiction with effective recovery-related public information messaging and communications that are accessible to people with disabilities and people with limited English proficiency, protect the health and safety of the affected population, help manage expectations, and ensure stakeholders have a clear understanding of available assistance and their roles and responsibilities.

Operational Coordination

Prevention Operational Coordination Sample Questions to Consider

- What organizations should be involved in prevention activities?
- Who are the whole community stakeholders that should be considered?
- What lines and modes of communication should be used among participating organizations and entities?
- What roles and responsibilities are required to accomplish each course of action? What is the role of the fusion center? What is the role of the EOC?
- How should unity of effort among participating organizations be coordinated and ensured?
- How, when, and by whom should priorities, objectives, strategies, and resource allocations be determined and communicated?

Sample 2013 Capability Targets for Prevention Operational Coordination

- Upon receipt of a credible threat, coordinate with (#) federal agenc(ies), (#) state agenc(ies), (#) local police departments, and (#) EOCs to deter and prevent the attack(s).
- Within (#) hours of receipt of information about a credible threat of imminent attack, establish operations with functional and integrated communications between the Incident Command structure, State Information and Analysis Center, State EOCs, (#) Local EOCs and (#) other stakeholder Multi-

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Agency Coordination groups at the Federal, state and local levels to coordinate investigation, intelligence gathering, and other prevention activities are coordinated at all levels.

Protection Operational Coordination Sample Questions to Consider

- What stakeholders and partners should be involved in protection activities?
- What lines and modes of communication should be used among protection partners?
- What roles and responsibilities are required for each course of action? How should they be communicated to partners?
- How should unity of effort among participating organizations be ensured?
- How, when, and by whom should priorities, objectives, strategies, and resource allocations be determined and communicated?

Sample 2013 Capability Targets for Protection Operational Coordination

- Establish and maintain a unified and coordinated operational structure process within (#) hours of a potential or actual incident that appropriately integrates (#) protection partners and supports the execution of core capabilities.
- (#) jurisdictions are part of a protection-partnership structure to support networking, planning, and coordination within (#) hours of an incident.

Mitigation Operational Coordination Sample Questions to Consider

- What types of assessments and analyses should performed? Which stakeholders should contribute to them? How often should they be updated?
- Who are the whole community stakeholders?
- Which stakeholders (including whole community partners) should be in the mitigation system? What information do they need?
- What organizations need integrated operations?
- What are the operational coordination mitigation priorities?
- What procedures, coalitions, and partnerships are needed to support a coordinated delivery of mitigation capabilities?
- What roles and responsibilities of the various mitigation stakeholders are required?
- How should mitigation products and capabilities support incident operations?
- How should mitigation partners contribute to maintaining situational awareness and a common operating picture during incident-driven operations?

Sample 2013 Capability Targets for Mitigation Operational Coordination

- Coordinate the integration of mitigation data elements in support of response and recovery operations throughout all (#) counties and (#) cities.
- Coordinate the integration of risk management and mitigation data elements in support of response and recovery operations throughout all (#) counties and all state departments/agencies, non-governmental organizations, private sector partners in coordination with concerned Federal agencies.

Response Operational Coordination Sample Questions to Consider

- Which stakeholders should be involved in in an emergency operation?
- Which agencies should be involved in the coordination aspects of an emergency operation?

- Which agencies should be present in the EOC?
- How should command, control, and coordination structures be established within the affected community?
- How should other coordinating bodies from surrounding communities and throughout the Nation be integrated? How should that integration be sustained for the duration of operations? For how long?
- What NIMS-compliant command, control, and coordination structures should be used to meet basic human needs, stabilize the incident, and transition to recovery? How should they be enhanced and maintained?

Sample 2013 Capability Targets for Response Operational Coordination

- Within (#) hours, mobilize critical resources and establish command, control, and coordination structures, through the state EOC and (#) principal state agencies and (#) local EOCs across the state and maintain, as needed, throughout the duration of an incident.
- Within (#) hours, staff the state EOC to appropriate level using (#) state agencies, and ensure operational coordination with all (#) local EOCs, (#) state agencies, (#) federal partners, (#) nongovernmental organizations, and (#) private sector organizations.
- Within (#) days, enhance and maintain (#) National Incident Management System (NIMS)-compliant command, control, and coordination structures/facilities to meet basic human needs, stabilize an incident impacting (#) people, and transition to recovery.
- Stand up Incident Command and coordinate (#) EOCs across a (#) square mile area within (#) hours of the start of an incident, and maintain operations for (#) days.

Recovery Operational Coordination Sample Questions to Consider

- Which stakeholders should be involved in recovery planning and operations?
- Who has the lead responsibility for recovery operational coordination in various events?
- What roles and responsibilities are required for recovery operations? How should they be communicated to partners?
- How should unity of effort among participating organizations be ensured?
- What lines and modes of communication should be used among recovery partners?
- How should field offices be used?

Sample 2013 Capability Targets for Recovery Operational Coordination

- Within (#) day(s) of an incident, establish tiered, integrated leadership, and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities across (#) local, (#) state, (#) tribal, and (#) Federal entities.
- Through the Recovery Task Force, establish and maintain a unified and coordinated operational recovery structure and process within (#) day(s). Within (#) month(s), coordinate with (#) territorial entities and (#) private sector partners to reestablish the community.
- Within (#) days of the opening of the JFO in each jurisdiction, define the path and timeline for recovery leadership to achieve the jurisdiction's objectives and effectively coordinate and use appropriate assistance from (#) Federal, (#) state, and (#) local entities, as well as nongovernmental and private sector resources.

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Sample Combined Operational Coordination Capability Target for 2014

A sample combined capability target for Operational Coordination is provided in the following table:

Core Capability: Operational Coordination
Capability Target	- Prevention: - Within (#) hours of receiving critical intelligence and information regarding a potential terrorist threat, provide actionable intelligence to (#) stakeholders and implement a unified coordination approach for all actions needed to assist in preventing a terrorist attack at a (#) person event. - Protection: - Establish and maintain a unified and coordinated operational structure process within (#) hours of a potential or actual incident that appropriately integrates (#) protection partners and supports the execution of core capabilities. - Mitigation: - Establish and disseminate guidance to (#) communities on how to utilize hazard mitigation planning data from (#) counties to further support response and recovery operations. - Response: - Within (#) hours, staff the state EOC to appropriate level using (#) state agencies, and ensure operational coordination with all (#) local EOCs, (#) state agencies, (#) federal partners, (#) nongovernmental organizations, and (#) private sector organizations. - Recovery: - Within (#) day(s) of an incident, establish tiered, integrated leadership, and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities across (#) local, (#) state, (#) tribal, and (#) Federal entities.

Forensics and Attribution

Sample Questions to Consider

- What types of, and how much, forensic and biometric data must be collected and analyzed? Over what size of an area? What technologies and resources are needed to properly collect forensic and biometric data?
- What stakeholders should be involved in collecting and analyzing forensic and biometric data?
- How should efforts among stakeholders be coordinated?
- How many laboratories are required to support forensic and biometric data collection and analysis?
- How many stakeholders are required to conduct forensics and biometric data collection and analysis?
- How quickly should forensic and biometric data be collected and analyzed?
- What throughput should be provided for sample analysis? For how long? For how many samples?
- How should forensic and biometric data be analyzed?
- How should physical evidence collection and analysis be prioritized to assist in preventing initial or follow-on terrorist attacks?
- How should collection and analysis of CBRNE materials be prioritized to assist in preventing initial or follow-on terrorist acts?
- How should collection and analysis of biometric data be prioritized to assist in preventing initial or follow-on terrorist attacks?
- How should digital media and network exploitation be prioritized to assist in preventing initial or follow-on terrorist attacks?

- How should jurisdictional collection and analysis efforts be coordinated with Federal Government agencies and regional forensics laboratories?

Sample 2013 Capability Targets

- In coordination with state and federal partners, collect and process all trace, digital, and/or biometric evidence within (#) hours of an attack to identify the perpetrator(s) and prevent future attacks.
- Conduct site exploitation for evidence, physical evidence analysis, biometric and DNA analysis, and digital media and network exploitation within (#) hours during a multiple event regional emergency across (#) square miles.
- Collect and examine (#) pieces of evidence every (#) hours, both digital and physical, associated with terrorist threats and attribute the intelligence to terrorist actors, co-conspirators, and their sponsors through the fusion of all science-based forensic results and source intelligence information and products within (#) hours.
- Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source within (#) hours, to include physical evidence collection, biometric analysis, and digital media exploitation for an actual attack or for the preparation for an attack in an effort to prevent initial or follow-up acts and/or swiftly develop counter-options within (#) hours.

Intelligence and Information Sharing

Prevention Intelligence and Information Sharing Sample Questions to Consider

- How should the jurisdiction anticipate and identify emergency and/or imminent threats through the intelligence cycle?
- What types of intelligence and information does the community need?
- How quickly does the community need to receive intelligence and information products?
- What types of intelligence products and reports does the community need to develop?
- How often does it need to develop them, both in steady-state conditions and immediately following an incident?
- Which stakeholders need to share or receive information and intelligence products?
- Which stakeholders should develop information and intelligence products?
- How should the jurisdiction validate intelligence information?
- What special restrictions or conditions apply to information sharing?
- What role should the jurisdiction play in anticipating and identifying emerging and/or imminent threats through the intelligence cycle?
- How should relevant, timely, and actionable information and analysis be exchanged with stakeholders and key partners?
- How should the jurisdiction coordinate with the fusion center to share classified and unclassified products?
- How should the jurisdiction coordinate with local, state, and Federal agencies, the private sector, and international partners to share classified and unclassified products?
- What processes should be in place to ensure local, state, and private sector partners have access to mechanisms for submitting terrorist-related information and/or suspicious activity reports to law enforcement and the fusion center?

- What technologies should the jurisdiction have for receiving and/or disseminating threat-related intelligence and information to local, state, and private sector partners?
- What training should be provided within the jurisdiction?
- How and how often should training be offered to law enforcement and other local, state, and private sector partners?

Sample 2013 Capability Targets for Prevention Intelligence and Information Sharing

- (#) Fusion Center(s), (#) state and local law enforcement agencies, and (#) federal partners continually collaborate in order to identify all imminent terrorist threats by operating within the intelligence cycle. Develop and disseminate Law Enforcement Sensitive intelligence products to (#) state and (#) local law enforcement agencies and (#) federal partners within (#) hours of receiving actionable intelligence.
- Share all relevant actionable information and intelligence across all levels of government and (#) other stakeholders to anticipate and identify emerging and or imminent threats through the intelligence cycle. Within (#) hours of receipt of actionable intelligence, share actionable information, develop and disseminate appropriate classified/unclassified products, and submit terrorism-related information and/or suspicious activity reports to all appropriate authorities.
- Share all applicable intelligence with (#) stakeholders within (#) hours. Within (#) hours of receiving intelligence from the fusion center, disseminate actionable intelligence and information to key stakeholders from (#) agencies/organizations.
- Within (#) hours of receiving actionable intelligence or information, develop information and intelligence gathering priorities in response to a dynamic threat scenario with a potential for follow-on attacks and ensure identification and tasking of all available intelligence assets to support these priorities.

Protection Intelligence and Information Sharing Sample Questions to Consider

- Who are the key stakeholders that require intelligence?
- Who are the key stakeholders that require information?
- Who do we receive intelligence and information from?
- Who do we share intelligence and information with?
- What are the stakeholder requirements for intelligence and information sharing?
- What systems should be used to disseminate classified information?
- What systems should be used to disseminate unclassified information?

Sample 2013 Capability Targets for Protection Intelligence and Information Sharing

- Gather, collect, and synthesize information and actionable intelligence from (#) federal, state, and local law enforcement agencies and the general public on an ongoing basis. Disseminate actionable intelligence to (#) federal, (#) state, and (#) local law enforcement agencies and (#) other relevant partners within (#) hours of receipt.
- Ensure that (#) federal, (#) state, (#) local, and (#) private sector partners in the region can submit terrorism-related threat information and/or suspicious activity reports to law enforcement throughout the year.
- Work with (#) federal, (#) state, (#) local and (#) private partners to clarify actionable information within (#) hours of receiving actionable intelligence. Share relevant, timely, and actionable classified

and unclassified information and analysis with (#) federal, (#) state, (#) local, (#) private sector, and (#) international partners and develop appropriate classified and unclassified products to disseminate to key stakeholders.

Interdiction and Disruption

Prevention Interdiction and Disruption Sample Questions to Consider

- What processes should be employed to interdict specific conveyances, cargo, and people associated with an imminent terrorist threat or act in the land, air, and maritime domains to prevent entry into the United States or to prevent an incident from occurring in the Nation?
- How should CBRNE hazards, in multiple locations and in all environments, be rendered safe and disposed of in accordance with established protocols?
- What processes should be employed to prevent terrorism financial/material support from reaching its target?
- What protocols should be employed to prevent terrorist acquisition of and the transfer of CBRNE materials, precursors, and related technology?
- How should operations to render safe and dispose of CBRNE hazards be prioritized in multiple locations and in all environments in accordance with established protocols? How quickly should priorities be established? By whom should they be established?
- What types of interdiction and disruption operations (explosive ordnance disposal [EOD], Special Weapons and Tactics [SWAT], etc.) do threats and hazards relevant to your jurisdiction require? How quickly should those operations be functional? What capacity should they be able to operate at? How many are required? For how long should they be able to operate?
- How many locations could be affected by threats and hazards relevant to your jurisdiction? Over how large an area?
- How quickly do interdiction and disruption operations need to be completed?
- What processes should be employed to interdict specific conveyances, cargo, and people associated with an imminent terrorist threat or act in the land, air, and maritime domains to prevent entry into the United States or to prevent an incident from occurring in the Nation? What are their throughput requirements?
- What processes should be employed to prevent terrorism financial/material support from reaching its target? What are their throughput requirements?
- How should these processes be coordinated/integrated with Federal efforts?
- What protocols should be employed prevent terrorist acquisition of and the transfer of CBRNE materials, precursors, and related technology?
- How should tactical counterterrorism operations in multiple locations and in all environments be coordinated?
- How should operations to render safe and dispose of CBRNE hazards be prioritized in multiple locations and in all environments in accordance with established protocols?

Sample 2013 Capability Targets for Prevention Interdiction and Disruption

- Interdict (#) conveyances, (#) cargo, and (#) persons associated with a potential terrorist threat to the (#) square mile operational area within (#) hours. Disrupt (#) potential or imminent terrorist attacks from occurring within the (#) square mile operational area.

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- Simultaneously conduct (#) tactical counterterrorism operations in response to up to (#) separate attacks in disparate locations over (#) days, and in all environments, in a manner consistent with established protocols.
- Coordinate with (#) federal, (#) state, (#) tribal, and (#) local law enforcement agencies to interdict (#) conveyances, (#) cargo and (#) persons associated with an imminent threat in the region within (#) hours to prevent and/or minimize impact of initial or follow-on terrorist attack(s) against (#) identified national CI facilities, involving an affected population of (#) people in accordance with established protocols.
- Interdict (#) specific conveyances, (#) cargo, and (#) persons associated with an imminent threat to the state within (#) hours. Render safe and dispose of (#) CBRNE hazards in (#) locations across (#) square miles and in all environments consistent with established protocols within (#) hours.

Protection Interdiction and Disruption Sample Questions to Consider

- Which critical infrastructure and key resources should be monitored?
- Who are the stakeholders that should be involved an interdiction and disruption operation?
- What training is needed, and how should it be delivered?
- What are the capabilities required for interdicting imminent threats to major sporting events and other large public gatherings?
- Who should receive actionable intelligence leading to the disruption of a planned terrorist attack?
- How should the jurisdiction detect, deter, interdict, and protect against domestic and transnational criminal and terrorist activities that threaten the security of the homeland across key operation activities and critical infrastructure sectors? How should the jurisdiction intercept the malicious movement and acquisition/transfer of CBRNE materials and related technologies?

Sample 2013 Capability Targets for Protection Interdiction and Disruption

- Prior to the execution of a criminal or terrorist event, interdict (#) conveyances, (#) cargo, (#) delivery mechanisms, and (#) persons associated with the possible threat against (#) identified state and national CI facilities within the state.
- Scan, analyze, respond, assess, deter, detect, interdict and protect against (#) criminal/terrorist activities that threaten the security of (#) critical infrastructure, key resources and key operational activities to assure that information is received, analyzed and disseminated in an appropriate amount of time.
- Deter, detect, interdict, and protect against (#) domestic and transnational criminal and terrorist activities that threaten the security of the state across key operational activities and critical infrastructure sectors.
- Coordinate with (#) federal partners and (#) law enforcement agencies to intercept all malicious movement and acquisition/transfer of CBRNE materials and related technologies, and to properly dispose materials.

Screening, Search, and Detection

Prevention Screening, Search, and Detection Sample Questions to Consider

- How should the jurisdiction implement the necessary technologies and processes to properly screen targeted cargo, conveyances, mail, baggage, and people associated with an imminent terrorist threat

or act using technical, non-technical, intrusive, or non-intrusive means? How quickly should those operations be functional? At what capacity should they be able to operate? How many are required? For how long should they be able to operate?

- What technologies should the jurisdiction have to search for and detect harmful substances or devices?
- How long should it take to initiate operations to locate people and networks associated with a terrorist threat or act?
- What Federal efforts in public health screening should the jurisdiction support to enhance the detection of biological threats?
- What role should the jurisdiction have in supporting Federal efforts to screen and detect food and agricultural threats? With what frequency and throughput should operations to screen and detect food and agricultural threats be conducted? For what population or area? For how long?
- How should local law enforcement and security partners conduct screening operations at large public gatherings, events, or sports venues within the jurisdiction? What resources are needed? How many law enforcement and security partners are required? How many or what percentage of people should be screened? What screening mechanisms should be used?

Sample 2013 Capability Targets for Prevention Screening, Search, and Detection

- Within (#) hours of receiving actionable intelligence, screen (#) potential perpetrators associated with a potential or imminent terrorist threat or crime using technical, non-technical, intrusive, or non-intrusive means.
- Screen all vehicles arriving at (#) critical infrastructure facilities to detect weapons and explosives in response to credible threat intelligence or information.
- Within (#) hours of receiving actionable intelligence, conduct CBRNE search and detection operations in (#) locations, consistent with established protocols.

Protection Screening, Search, and Detection Sample Questions to Consider

- Where are the critical border crossings (if applicable)? How should they be screened? What percentage of people crossing the border should be screened? With what frequency and throughput? What screening mechanisms should be used?
- What are the modes of transportation into the jurisdiction? How should they be screened? What percentage of transportation should be screened? With what frequency and throughput? What screening mechanisms should be used?
- What are the necessary screening capabilities for the jurisdiction?
- What types of potentially hazardous cargo are transported through the jurisdiction? How should this cargo be screened? What percentage of cargo should be screened? With what frequency and throughput should cargo be screened? For what should the cargo be screened?
- Who should provide the capabilities necessary to provide adequate screening for public areas such as sporting events, parks, government buildings, and businesses in the jurisdiction? How quickly should they be activated? For how long should they be able to operate? How large of an area should they be able to screen? How quickly?
- What are the capabilities required for carrying out searches demanded by actionable intelligence on a known or suspected terrorist threat? Who should provide these capabilities?
- What detection capabilities should be provided by the jurisdiction?

- What plans or procedures should be in place to coordinate the screening, search, and detection activities of key stakeholders and security partners? How frequently should these plans be reviewed and updated? What stakeholders should be trained on those plans?

Sample 2013 Capability Targets for Protection Screening, Search, and Detection

- Screen (#) airline passengers, (#) cargo tonnage, (#) customs cargo, and (#) rail passengers and their respective pieces of luggage annually.
- Screen, search, and detect potential threats in (#) trucks, (#) railcars, (#) cargo and passenger planes, and (#) ships, barges, and boats daily by using information-based and physical screening technology and processes.
- Screen and search up to (#) people for an event with or without threat-related intelligence. Screen (#) mail, (#) packages, and (#) people for explosives, biological agents, radiological agents, and other weapons annually. Maintain laboratory diagnostic capability to analyze food, agricultural, environmental, medical products and clinical (disease) samples.

Access Control and Identity Verification

Sample Questions to Consider

- Which critical infrastructure facilities require access control measures?
- What access control measures are required?
- How quickly should access be provided or denied?
- How frequently should access credentials be reviewed?
- What process is required to authorize access to facilities, systems, and networks?
- Who should have authorization for access to facilities, systems, and networks?
- Which Supervisory Control and Data Acquisition (SCADA) systems require authorized access?

Sample 2013 Capability Targets

- Ensure identity verification of (#) individuals per (# time period) through credentialing to authorize, grant, or deny physical access to (#) systems, (#) networks, and (#) CI facilities designated as having significance at the state and/or national levels across the state.
- Use physical and technological measures to ensure verify access rights for (#) employees to prevent unauthorized access. Use cyber access control measures to limit cyber access to (#) SCADA systems for (#) authorized personnel. Using physical and technological means, establish access control and identity verification for (#) law enforcement and emergency management personnel within (#) minutes of a no-notice incident at attack sites and emergency operations centers.
- Ensure identity verification of (#) individuals to authorize, grant or deny cyber access to (#) CI assets with specific locations, information, and networks in the impact area within (#) hours of the incident. Ensure identity verification of (#) individuals to authorize, grant or deny physical access to (#) level 1 and 2 CI assets over a (#) square mile potential impact area within (#) hours of the incident.

Cybersecurity

Sample Questions to Consider

- What systems and networks need to be protected against cyber attacks? How many systems and networks are there? Where are they located? What protection mechanisms are required? What stakeholders are responsible for protecting them?
- What critical infrastructure and key resources need to be protected against cyber attacks? How many are there? Where are they located? What protection mechanisms are required? What stakeholders are responsible for protecting them?
- Which cyber systems require access control measures?
- What access control measures are required?
- What is the standard of protection against cyber attacks (100% protection?)?
- What standards should be required to secure cyber systems?
- How quickly should cyber threats and attacks be identified?
- Who should be responsible for identifying cyber threats and cyber attacks? With what frequency should cyber systems be monitored?
- What mechanisms should exists for reporting cyber threat and attacks? How quickly and with what throughput should cyber threat and attack reports be reviewed? Who should be responsible for reporting and reviewing cyber threat and attack reports?
- Is a COOP plan required for cyber systems?
- What redundancies are required for cyber systems?
- What stakeholders should be involved in cybersecurity activities?

Sample 2013 Capability Targets

- Use cyber access control measures to limit access to (#) SCADA systems to (#) authorized personnel.
- Identify and defend against all cyber activities directed against (#) state networks and systems. Ensure security, reliability, integrity, redundancy, and availability of critical information, records, and communication systems of (#) state and national CICI facilities, including the water, energy, social service, and public health sectors.
- Protect against all damage, unauthorized use or exploitation of electronic communications systems, services and networks, including information contained within, by detecting all malicious activity directed against (#) critical infrastructure and key resources, and (#) networks.
- Detect all malicious activity directed against (#) public and private critical infrastructure and key resources, and (#) networks to protect against failure of critical systems. Implement countermeasures, technologies, and policies to protect (#) physical and (#) cyber assets, networks, applications, and systems that could be exploited to do harm.

Physical Protective Measures

Sample Questions to Consider

- What assets need to be protected? How many are there?
- What are the essential critical facilities in the jurisdiction?
- What are the high priority critical infrastructure and key resources?

- Where are the facilities and assets that need to be protected?
- What are the key facility and asset protection requirements?
- What are the key operational activities?
- What stakeholder should be involved in provided physical protective measures for facilities and assets?
- What assessments are required to ensure appropriate physical protective measures are in place?
- How many and which workers require security training?
- How many and which businesses require continuity plans?
- How many and which facilities require continuity plans? How quickly should they be activated?
- For how long should the facility be able to operate under continuity operations?

Sample 2013 Capability Targets

- Within (#) hours identify and prioritize (#) critical infrastructure assets and ensure all physical protections, countermeasures, and policies within all 16 critical infrastructure sectors are implemented to reduce and mitigate further risk from the threat/hazard.
- Implement and maintain risk-informed physical protections, countermeasures, and policies, protecting (#) Public Sector CI, (#) state-operated internet systems, and those materials, products, and systems associated with critical infrastructure sectors and other key operational activities and encourage (#) private sector CI owners and operators to do likewise.
- Continually implement, update, and maintain risk-informed physical protections, countermeasures, and policies protecting (#) public CI, (#) people, and (#) systems associated with prioritized operational activities and critical infrastructure sectors across (#) square miles. Encourage (#) private-sector CI to do so as well. Implement a physical security protection plan within (#) days of a preplanned special event and provide training to workers within (#) days of the event or just-in-time as needed.
- Reduce or eliminate all risks from any known or unknown threat, by controlling movement through security check points and cordons to protect (#) infrastructure and (#) identified targets at risk within a (#) square mile area affecting (#) people.

Risk Management for Protection Programs and Activities

Sample Questions to Consider

- What are the protection priorities for critical infrastructure?
- What stakeholders and partners should be involved in the risk assessment process?
- How frequently should the risk assessment process be conducted?
- How should the results of the risk assessment process be used and communicated?
- What are the critical infrastructure and key resources that are at risk?
- What capabilities for protecting critical infrastructure are required?
- What stakeholders should be involved in the risk assessment process?
- What data is required to support risk assessments? How should it be collected?

Sample 2013 Capability Targets

- Every (#) years, complete or review and update risk assessments for (#) prioritized critical infrastructure and key resources (CI/KR) assets to inform protective activities and investments.

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- Assess and update (#) risk assessments for (#) critical infrastructure and key resources every (#) years to ensure all vulnerabilities are identified to include entry and exit points, ventilation corridors and maintenance shafts to ensure operational activities have, and maintain, appropriate threat vulnerability, and consequence tools to identify and assess threats, vulnerabilities, and consequences within a (#) square mile area.
- Identify, assess, and prioritize risks for (#) prioritized CI assets to inform regional protection programs and activities by conducting site risk assessments every (#) years for designated CI assets throughout the region in respect to all relevant hazards and threats, and by updating the Urban Area Homeland Security Strategy every (#) years.

Supply Chain Integrity and Security

Sample Questions to Consider

- What are the critical transportation nodes and routes?
- What are the key methods of transportation?
- What are the critical materials and supplies?
- Where are the origination points?
- What are the security priorities for the U.S. Postal Service and shipping sector?
- What are the dependencies and interdependencies in the supply chain?
- What mechanisms and processes are required to secure the supply chain?
- How should supply chain security be monitored?
- How should supply chain dependencies be identified?
- How frequently should supply chain security assessments be conducted?
- How quickly should a supply chain threat or incident be identified?
- How quickly should a supply chain threat or incident be resolved?
- What supply chain nodes require monitoring? What is the required frequency for monitoring?
- What stakeholders should be involved in securing the supply chain?

Sample 2013 Capability Targets

- Secure (#) identified priority supply nodes, transit methods, and materials in transit needed to support (#) people who will need assistance due to a catastrophic event. Prioritize the restoration of lifelines to support the re-establishment of essential services and movement of critical resources.
- Secure and make resilient (#) key nodes, methods of transport between the nodes, and materials in transit.
- On an ongoing basis, assess the security and resilience of, and implement measures to increase the security and resilience of, (#) supply chain nodes and transit methods for critical resources such as food, potable water, pharmaceuticals, blood products, and building supplies to ensure their availability after an incident. Following an incident, secure (#) impacted and unsecured key supply chain transportation nodes throughout the (#) impact area within (#) hours.

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Community Resilience

Sample Questions to Consider

- How should the jurisdiction prepare to adapt to changing conditions and then withstand and rebound from the impacts of disasters and incidents?
- How should the community systems be identified, meaning who makes up the community and what constructive partnerships should be exist?
- What method should be used to understand the risks facing a community, including physical, social, economic, and environmental vulnerabilities to all threats and hazards?
- How should the community's permanent and transient population demographics be identified so that information can be used to plan ahead to address resilience for the whole community, including individuals with disabilities and others with access and functional needs?
- What community organizations or coordinating structures are required to support increasing the resilience of the community?
- What programs should be in place to engage the community in preparing for threats or hazards?
- What percentage of the population should be engaged in community resilience activities?
- What percentage of the population should have disaster supply kits?
- What percentage of the population should have family emergency plans?
- For how long should families be self-sufficient following a disaster?
- What community planning activities are required to support a resilient community?

Sample 2013 Capability Targets

- Implement risk mitigation plans for (#) communities with over (#) residents relying upon partnerships with whole community representatives.
- In accordance with the Disaster Mitigation Act of 2000 local hazard mitigation plan update cycle, facilitate the development or revision of federally-approvable, risk-informed hazard mitigation plans in all of the State's (#) local emergency management programs and update the plans every (#) years.

Long-term Vulnerability Reduction

Sample Questions to Consider

- How should the reduction of the vulnerability within the impacted areas be measured? Should it be measured by sector, critical infrastructure, or key resources?
- What types of assessments should take place to identify how the future vulnerabilities can best be mitigated for the natural, technological, and human-caused incidents?
- How frequently should those assessments be updated?
- What methods of broadening the use of natural hazards and catastrophic insurance should be used?
- What mitigation measures should be put in place to reduce long-term vulnerability of the community?
- What are the obstacles in place for adopting and enforcing a suitable building code to ensure resilient construction?
- What building codes should be in place to reduce vulnerability in new and modified buildings?

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- What should the requirements be for incorporating mitigation measures into construction and development projects taking into account future conditions? To what building efforts should these apply?
- How should the jurisdiction prepare for the projected impacts of climate change?

Sample 2013 Capability Targets

- Ensure that all (#) jurisdictions implement mitigation projects to achieve a measurable decrease in vulnerability to all hazards.
- Achieve a (#) percent decrease in long-term vulnerability of (#) CI spanning (#) CI sectors over a (#) year period using various tools to include the jurisdiction's Hazard Mitigation Plan.
- Over a (#) year period, achieve a (#)% decrease in the long-term vulnerability of prioritized critical infrastructure systems, including the electric generation and distribution and water treatment and water supply systems, and community features across the entire urban area.

Risk and Disaster Resilience Assessment

Sample Questions to Consider

- How should the hazards and threats to the impacted area be compared and prioritized to assess their impact on the community and jurisdictions?
- What are the requirements for completing risk assessment for each of the jurisdictions?
- How should sensitive information and data shared with all partners?
- What protocol should be employed to share information and who should take the lead?
- How frequently should risk and disaster assessments be conducted?
- How frequently should risk and disaster assessment data be shared with partners?
- What stakeholders are involved in the risk and disaster resilience assessment process?

Sample 2013 Capability Targets

- The state and each of its (#) communities complete individual risk assessments that define localized vulnerabilities and consequences associated with their natural hazards, technological hazards, and human-caused threats, and update the assessments every (#) years.
- (#) state agencies and (#) localities complete risk assessments that identify and contextualize local vulnerabilities and known impacts from all significant natural, technological, and human-related threats and hazards upon their natural, human, physical, cyber, and socioeconomic conditions, and update the assessments every (#) years.

Threats and Hazard Identification

Sample Questions to Consider

- What mechanism should be used to identify the threats and hazards that could occur in the geographic area, determine the frequency and magnitude of those threats and hazards, and incorporate threat and hazard assessment results into the analysis and planning processes so as to clearly understand the needs of a community or entity?
- How often should threat and hazard identification assessments be reviewed and updated?
- What stakeholders should be involved in the threat and hazard identification process?

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- What mechanism should be used to share threats and hazards data so it is transparent and accessible?
- What stakeholders should receive information on the threats and hazards?
- How frequently should stakeholders receive threat and hazards information?
- What mechanism should be used to leverage available third-party data, tools, and information; social media; and open-source technology? How should data be translated into meaningful and actionable information?
- How should threat and hazard information be shared with the community?

Sample 2013 Capability Targets

- Update and maintain (#) risk assessment(s) every (#) years to understand vulnerabilities, impact and consequences of natural, technological or manmade disaster throughout the state's (#) local jurisdictions, in collaboration with the whole community.
- Identify local threats and hazards across (#) jurisdictions, in conjunction with their whole community partners, and include in the (#)-year update(s) to FEMA approved hazard mitigation plans; incorporate this analysis in local and regional planning processes.
- Through the completion of a State Risk and Threat Assessment every (#) years, and (#) Local Risk and Vulnerability Assessments every (#) years, identify all of the threats and hazards within and across the state, in collaboration with the whole community, against a national standard based on sound science.

Critical Transportation

Sample Questions to Consider

- What transportation corridors could be impacted by the incident?
- How many miles of roadways and railways, and how many airports, bridges, etc. could be impacted?
- How soon after the incident should roads be re-opened or made accessible?
- What are the critical transportation routes?
- What are the evacuation routes?
- How many people could need to evacuate because of an incident?
- From how large of an area do people need to evacuate?
- How many people could not have private transportation to evacuate?
- How much time should the jurisdiction have to evacuate?
- How should evacuation requirements be communicated to the community?
- How should evacuation routes be established?
- How quickly should evacuation routes be established?
- How should evacuation routes be monitored and controlled?
- What stakeholders should be involved in providing critical transportation capabilities?
- What plan guides evacuation activities? How quickly should it be activated?

Sample 2013 Capability Targets

- During the first (#) hours of an incident, establish physical access through (#) major roadways, and deliver required resources to save lives and meet the needs of (#) disaster survivors across an area that covers (#) square miles.

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- Within (#) hours of notification for a notice event, or within (#) hours of conclusion of an incident, provide transportation for the evacuation of (#) people, including (#) people with access and functional needs, and (#) pets, service animals, and livestock.
- Evacuate (#) residents, including (#) individuals with disabilities and access and functional needs, within (#) hours of an incident. Establish routes for emergency service traffic within (#) hours of an incident.

Environmental Response/Health and Safety

Sample Questions to Consider

- How many hazardous material spills or accidents could the incident cause?
- What types of hazardous materials could be spilled?
- What size of an area could be affected?
- How soon after an incident should hazardous material cleanup begin? How soon so they be completed? Over what size of an area?
- How soon after an incident should hazardous materials assessments begin? How soon should they be completed? Over what size of an area?
- How much debris could the incident generate?
- How soon after the incident should debris removal be completed? Over what size area?
- How soon after an incident should debris removal begin?
- What types of environmental assessments should be performed because of the incident?
- How many environmental assessments should be performed?
- At what types of facilities and locations should environmental assessments be performed? Over how large an area? How soon after the incident will they need to be performed and completed?
- What laboratory capabilities are required to process samples for environmental assessments? How many samples should they manage per hour and for what duration?
- How many people could require decontamination because of the incident?
- What type of decontamination could be required?
- How soon after the incident should people be decontaminated?
- How many responders should be required to have personal protective equipment to respond to the incident? What type of equipment is required? How quickly do they need to respond?
- What stakeholders should be involved in environmental response/health and safety capability delivery?

Sample 2013 Capability Targets

- Within (#) hours of an incident, conduct health and safety hazard assessments and disseminate guidance and resources, to include deploying hazardous materials teams, to support environmental health and safety actions for (#) response personnel and the affected population of (#) across a (#) square mile area.
- During the first (#) hours of an incident, conduct health and safety hazard assessments on a (#) square mile area and complete cleanup actions.
- Within the first (#) hours of an incident, monitor and address hazardous materials spills from (#) damaged hazardous materials rail cars and air/water/soil contamination impacts from all (#). Conduct decontamination operations for (#) exposed personnel, shelter-in-place (#) affected people,

and evacuate (#) people from within a (#) mile radius. Within (#) hours of an incident, stand up the full Agency of Natural Resources Spill Team to manage (#) spill incidents. Within the first (#) hours of an incident, communicate appropriate disease control techniques with (#) people, including providing information regarding safe work place practices to (#) hospitals, health care practices and first responders statewide to reduce transmission of disease. Disseminate guidance on use of appropriate personal protective equipment (PPE) to the medical community statewide and the general population. Work with Regional HHS REC staff and PIO resources from CDC on appropriate messaging.

Fatality Management Services

Sample Questions to Consider

- How many fatalities could an incident cause?
- How soon after an incident should recovery operations begin?
- How soon after an incident should recovery operations be completed? Over what size area? For how many fatalities?
- What types of fatality management-related services are required (e.g., counseling, victim identification, reunification of families with remains)?
- How many people could require fatality management-related services?
- How soon after the incident should fatality management-related services be provided? For how long should they be available? By what mechanisms should they be provided?
- Do ongoing incidents (such as pandemics) require different capabilities than single occurrences? How long could an ongoing incident last? How many fatalities per day could occur?
- What stakeholders should be involved in fatality management services capability delivery?
- How quickly should positive identification of remains be made? For how long? For how many fatalities?

Sample 2013 Capability Targets

- Within (#) hours of an incident, conduct operations to identify and recover (#) fatalities, establish temporary storage facilities for (#) fatalities, and develop and implement a plan for reunification of (#) remains with family members.
- Within (#) days of a request to support a mass fatality incident, complete recovery/processing for (#) fatalities over a (#) square mile area and provide counseling services to (#) bereaved.
- Within (#) hours of an incident, conduct operations to recover, document, and properly handle the remains of (#) fatalities working with Federal, State, and local partners.

Infrastructure Systems

Response Infrastructure Systems Sample Questions to Consider

- What could the immediate infrastructure threats to survivors be in the heavily-damaged zone, nearby communities, mass care support facilities, and evacuation processing centers?
- What could the immediate infrastructure threats to other functions critical to life sustainment and congregate care be?

- What infrastructure damage and service outages could result from the incident? Over how large of an area? Affecting how many individuals?
- Which critical infrastructure and key resources should be re-established to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery? How quickly should they be re-established?
- What stakeholders should be involved in re-establishing critical infrastructure and key resources?
- How quickly should infrastructure damage assessments begin? How quickly should they be completed? For how many structures/facilities? For how long?
- What are the critical infrastructure restoration priorities?

Sample 2013 Capability Targets for Response Infrastructure Systems

- During the first (#) hours of an incident, stabilize immediate critical infrastructure impacts to include (#) majorly damaged hospitals, (#) fire stations, and (#) police stations, and provide support to the (#) disaster survivors that may be affected by cascading effects with a focus on life-sustainment and congregate care services over the (#) impact area with the affected population.
- In the first (#) hours of an incident, assess and stabilize immediate infrastructure threats to (#) people to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects, and support facilities with a focus on life-sustainment and congregate care services.
- Assess damages to and stabilize (#) high priority critical infrastructure systems within (#) hours.
- Within (#) hours of incident, prioritize repair of vital infrastructure systems for response activities to include electricity, communications, and potable water for (#) cities.

Recovery Infrastructure Systems Sample Questions to Consider

- Who are the key infrastructure stakeholders/partners?
- What percentage of the critical infrastructure could be destroyed by an incident?
- What percentage of critical infrastructure could be damaged by an incident?
- What is the timeline for recovery to pre-disaster levels?
- What are the potential number of people and businesses that will be affected by damage to the critical infrastructure and key resources?
- What are the critical infrastructure and key resources recovery priorities?
- How many survivors are likely to be impacted by the loss of specific areas of critical infrastructure such as the loss of electricity, water, roadways, etc.? How large is the area?
- How will the loss of infrastructure delay the recovery process?
- What is the most important infrastructure to public health and safety (lifeline)?
- How should restoration of infrastructure be prioritized?
- When should an infrastructure recovery plan be developed?
- What entities should be involved in developing the infrastructure recovery plan?
- How quickly should infrastructure damage assessments begin? How quickly should they be completed? For how many structures/facilities? Over how long?
- When and how should funding be allocated to infrastructure restoration projects?
- What stakeholders should be involved in developing the infrastructure recovery plan?

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Sample 2013 Capability Targets for Recovery Infrastructure Systems

- Within (#) days, develop a plan with a specified timeline for redeveloping community infrastructure to contribute to resiliency, accessibility, and sustainability. Repair, reduce vulnerability of, and return to operational service for (#) critical infrastructure systems within (#) months.
- Within (#) days of an incident, reconstitute impacted critical infrastructure, including (#) public transportation systems, (#) health care facilities, power generation for (#) residents, and other critical infrastructure in the (#) square mile area. Within (#) months, develop a plan with a specified timeline for redeveloping (#) community infrastructures to contribute to resiliency, accessibility, and sustainability.
- Within (#) days restore (#)% of electrical power within the (#) county disaster zone ([#] damaged electrical power facilities). Within (#) days restore (#)% of potable water service (repair over [#] waste treatment facilities, [#] potable water line breaks and [#] potable water line leaks) and communication systems (#), Health ([#] hospitals) and Safety Systems and other slightly to moderately damaged essential infrastructure (police (#), fire stations (#), hospitals (#) around the disaster zone. Within (#) hours restore banking and financial transactions in the disaster area.

Mass Care Services

Sample Questions to Consider

- How many people could need mass care services due to an incident?
- How many people with access or functional needs could need mass care services?
- How many pets could need sheltering?
- How many people with special medical needs could need mass care services?
- What types of services should be provided at shelters?
- What quantity of services should be provided at shelters?
- How soon after a no-notice incident should survivors be provided mass care services?
- How soon before a notice event should survivors be provided mass care services?
- For how long should mass care services be provided?
- What stakeholders should be involved in providing mass care services?
- How many shelters should be opened? Over what area? For how long? How many people should they support?

Sample 2013 Capability Targets

- Within (#) hours, provide shelter, potable water and meals to (#) people and (#) pets, livestock, and service animals. Continue for (#) days.
- Within (#) days of an incident, move (#) persons from emergency shelters to non-congregate care alternatives and provide relocation assistance or interim housing solutions for (#) people unable to return to their pre-disaster homes.
- Within (#) hours of an incident, shelter (#) people, including (#) people with disabilities and others with access and functional needs, and (#) domestic pets. Continue mass care services for (#) weeks.
- Within (#) hours, provide hydration and feeding services for (#) individuals and (#) pets, livestock and service animals, shelter for (#) individuals and (#) pets, livestock and service animals, and family reunification service for (#) individuals and (#) pets, livestock and service animals. Continue mass care services for (#) days.

Mass Search and Rescue Operations

Sample Questions to Consider

- How many structures could need to be searched due to an incident? What types of structures?
- How many people could need to be rescued?
- Over how large of an area could search and rescue operations need to be conducted?
- How soon after an incident should search and rescue operations to begin? How soon after an incident should search and rescue operations be completed?
- How many teams or responders are needed to support search and rescue operations? How long should they be able to operate? How quickly should they be deployed? How quickly should they conduct search and rescue operations?
- What types of specialized search and rescue operations (e.g., swift water, mine and tunnel) could be required?
- What stakeholders are involved in conducting search and rescue operations?
- What equipment is required to support search and rescue operations?

Sample 2013 Capability Targets

- Within the first (#) hours of an incident, conduct search and rescue operations to search (#) structures to locate and rescue all persons in distress.
- Within (#) hours, search (#) damaged or destroyed residential units and (#) other buildings across (#) square miles and rescue all survivors.

On-scene Security and Protection

Sample Questions to Consider

- What areas could need additional security and protection following the incident? How many people, facilities, towns, or counties could be affected?
- Over how large an area should security and protection be provided?
- How quickly should security protection begin?
- How quickly should a safe perimeter be established?
- Where could security and protection be required following an incident?
- What equipment is provided to support security operations?
- What stakeholders are needed to provide security operations?
- For how long should security forces operate?
- What types of response operations (e.g., shelters, points of distribution) require security and protection? How many of each type will require it?
- How soon after the incident should security and protection be required?
- For how long should security and protection be sustained?
- How quickly should an incident area be secured? What size area should be secured?

Sample 2013 Capability Targets

- During the first (#) hours of an incident, establish security across an affected area of (#) square miles with (#) people, preserve evidence for collection for human-caused incidents, and provide security for

response personnel. During the first (#) hours of an incident, establish a process for verifying and credentialing first responders.

- Within (#) hours of an incident, establish a safe and secure environment in the (#) square mile affected area to minimize the risk of future damage to persons, property, and the environment, and maintain post-incident security across the (#) square miles for (#) days.
- Ensure that law enforcement and security is established over (#) square miles for (#) people within (#) hours. Ensure that law enforcement and regional security is sustained throughout response and recovery phases.

Operational Communications

Sample Questions to Consider

- What types of communications facilities and equipment could be damaged in the incident?
- How many communications facilities could be damaged?
- Where are the communications facilities that could be damaged? Over how large of an area?
- How soon after the incident should alternative methods of communication be operable?
- How soon after the incident should communications facilities and equipment be restored?
- How many responders are needed to restore the communications network?
- How many survivors are covered by the communications network?
- What operational facilities need to maintain communications with one another?
- What response entities need to maintain communications with one another?
- What types of communications (voice, data, etc.) are required to support response operations?
- Over how large an area will responders and facilities needing communications be spread?
- How soon after the incident should communications among responders be established?
- What equipment is required to provide response communications?
- What equipment is required to restore communication networks?
- What stakeholders should be involved in restoring communications outages?
- What stakeholders should be involved in providing responder communications?

Sample 2013 Capability Targets

- Within (#) hours, ensure interoperable communications are established with all entities, including fusion centers, federal, state, and local law enforcement, emergency responders, and the impacted population of (#) people, for an area covering (#) square miles.
- Within (#) hours, establish interoperable communications between (#) responders and reestablish communications infrastructure to ensure clear communication and transition to recovery.
- Within (#) hours, establish reliable, interoperable voice and data communications between (#) responders within the (#) square mile impact area.

Public and Private Services and Resources

Sample Questions to Consider

- How many power outages could result from the incident?
- What critical facilities could be affected by power outages?
- How soon after the incident should power be restored?

- For how long should temporary power generation be provided?
- What stakeholders are involved in provided temporary power generation?
- What equipment is required to provide temporary power generation?
- How many generators could be required? What type?
- Could fuel availability be an issue after the incident?
- How many responders could need to be supplied with fuel?
- How much fuel could be needed?
- How soon after the incident should responders be provided with fuel?
- In what areas could fuel be required for responders?
- For how long should fuel be provided?
- Could the incident lead to fires? How many and what size? Over how large an area could the fires occur?
- Could community staples such as banks, pharmacies, and grocery stores require support after the incident? What kinds of support should be provided? How soon should support be provided? For how long should it be provided?
- What kinds of donations could be made after the incident?
- How soon after the incident should donation management functions begin?
- For how long should donations management operations be conducted?
- How many donations should the donations management function be able to manage? For how long?
- How should donations be distributed?
- What resources may be needed to respond to the incident and stabilize the situation? What kind? How many?
- How should these resources be identified? How quickly should they be identified?
- How should resources be acquired?
- How should resources be distributed?
- How should resources be prioritized for acquisition and distribution?
- How should resources be distributed? How quickly should they be delivered?
- How should resources be tracked?

Sample 2013 Capability Targets

- Within (#) hours after an incident has occurred, mobilize and deliver governmental, nongovernmental and private sector resources within and outside of the (#) square mile affected area to save lives, sustain lives, meet basic human needs, stabilize the incident and transition to recovery, which includes moving and delivering resources and services to (#) residences, (#) displaced people, and (#) pets, livestock, and service animals.
- During the first (#) hours of an incident, deliver essential public and private services and resources needed to save lives and meet the needs of (#) people and (#) pets, livestock, and service animals across the (#) square mile impacted area.

Public Health and Medical Services

Sample Questions to Consider

- How many casualties could need to be triaged after the incident?

- How soon should triage and initial stabilization be completed?
- How soon should triage and initial stabilization be initiated?
- How quickly should casualties be triaged and stabilized?
- What stakeholders should be involved in triaging and stabilizing casualties?
- What equipment do responders need to triage and stabilize casualties?
- How many responders are needed to triage and stabilize an incident?
- How quickly should responders be deployed to triage and stabilize an incident?
- How long should they be able to operate?
- How many people could be affected by a disease outbreak?
- How long could the outbreak last?
- How quickly should a disease outbreak be identified?
- What stakeholders should be involved in identifying disease outbreaks?
- How quickly should disease outbreak information be communicated?
- How many people could require definitive care? What types of care could they require?
- How quickly should definitive care be provided?
- For how long should definitive care be provided?
- What stakeholders should provide definitive care services?
- How many definitive care service providers could be needed?
- How many people could require transport to treatment facilities?
- How far could people need to be transported?
- How quickly should the transport take place?
- What capacity for medical transport should be provided?
- What stakeholders should provide medical transport services?
- How many people could require medical countermeasures, prophylaxis, or supplies?
- How quickly should medical countermeasures, prophylaxis, or supplies be distributed?
- Over how large of an area should medical counter measures be distributed?
- What stakeholders should be involved in providing medical countermeasures, prophylaxis, or supplies?
- What quantity of medical countermeasures should be provided?
- What types of health assessments could the incident require?
- How quickly should health assessments be completed?
- How much laboratory testing could be required?
- Over how long a period should laboratory testing be sustained?
- What laboratory services should be provided to identify a disease outbreak?
- What throughput for sample processing should laboratories support?
- What hospital capacity could be required to respond to an incident?
- How should the required capacity be provided?
- How quickly should the required hospital capacity be increased?
- What stakeholders should be involved in increasing hospital capacity?
- For how long should hospital capacity be maintained at increased capacity levels?
- How quickly should stakeholder identify medical service capacity and status?

Sample 2013 Capability Targets

- Within (#) hours, deliver medical countermeasures to (#) people who need immediate medical attention. Within (#) hours, complete triage and initial stabilization of casualties and begin definitive care for (#) people requiring attention. Within (#) days, return medical surge resources to pre-event levels, complete public health assessments and identification of recovery priorities
- Within (#) hours, complete triage and initial stabilization of (#) casualties and begin definitive care for an estimated (#) people likely to survive their injuries after a high impact event.
- Within (#) hours, complete triage and initial stabilization of (#) casualties and begin definitive care for an estimated (#) people likely to survive their injuries. Within (#) hours, deliver countermeasures to (#) people and (#) animals. Within (#) days, return medical surge resources to pre-event levels to support (#) people, and assist in transition to recovery by completing (#) health assessments and identifying recovery processes.

Situational Assessment

Sample Questions to Consider

- What types of assessments, observations, and analyses should need be performed to understand the situation?
- How many stakeholders should contribute to the assessments?
- How soon after an incident should a situation assessment be completed?
- How often should situation assessments be updated?
- Over how large an area could situation assessments be required?
- What information should be included in the situation assessments?
- How many stakeholders (including whole community partners) require situation reporting?
- What information do stakeholders need?
- How often do stakeholders need situational information?
- How should the EOC determine situational assessment, and manage situational assessment activities?
- What situational awareness products should be produced?
- What mechanism should be used to distribution situational awareness information?

Sample 2013 Capability Targets

- Within (#) hours, along with supporting agencies, the private sector, and nonprofit organizations, conduct a situational assessment across the (#) square mile areas and provide information sufficient to inform decision making, life-saving and sustaining tasks and include all sectors of the public in preparation for recovery phase.
- Within (#) hours of an incident, engage governmental, private, and nonprofit resources and conduct a situational assessment within a (#) square mile area, ensuring delivery of information sufficient to inform decision making regarding immediate life-saving and sustaining activities to meet basic human needs, stabilize the incident, and prepare to transition to long-term recovery.
- Within the first (#) hours of a catastrophic event, and based on operational periods of (#) hour intervals thereafter, compile and disseminate situation reports, incident action plans, and geospatial products covering the (#) square mile area to all relevant stakeholders in an action-oriented manner.

Continue to develop and maintain situational awareness with (#) affected counties for (#) days in an effort to provide decision makers with timely and accurate information.

Economic Recovery

Sample Questions to Consider

- What sectors of the economy could be most adversely impacted?
- How long should it take for those sectors of the economy to recover? How should economic recovery be measured?
- How should statutory, regulatory, and policy issues that contribute to gaps, inconsistencies, and unmet needs in economic recovery be resolved?
- How should initiatives and incentives to facilitate the integration of public sector efforts and resources with private capital and the business sector be developed?
- What is the process to sustain pre-disaster and post-disaster engagement activities, possibly for months or years, with the leadership of jurisdictions that may be impacted by a disaster?
- When should an economic recovery plan be developed?
- What entities should be involved in developing the economic recovery plan?
- How quickly should economic damage assessments begin? How quickly should they be completed? For how many communities? Over how long?
- What stakeholders should be involved in conducting economic damage assessments?
- When and how should funding be allocated to economic recovery projects?
- What stakeholders should be involved in developing the economic recovery plan?
- Who should manage economic recovery operations?
- How should economic recovery initiatives be coordinated to leverage available resources and reduce potential for conflicts?
- How should recover planners engage the community to develop economic recovery plans?

Sample 2013 Capability Targets

- Within (#) hours after an incident has been stabilized, conduct an initial assessment of economic issues and develop a recovery plan in conjunction with whole community partners that will return affected areas to a sustainable economy. Restore $ (#) in economic activity within (#) years as specified within the recovery plan.
- Within (#) days of an incident, conduct a preliminary assessment of economic issues and identify potential inhibitors to fostering stabilization of the (#) impacted communities. Within (#) months, develop a plan with whole community partners with a specified timeline to address the damage estimates of $ (#) in direct loss and $ (#) in indirect loss from the incident, including addressing the (#) severely damaged community staples. Within (#) year(s) return affected areas to a sustainable economy within the specified timeframe in the plan.
- Within (#) days, conduct a preliminary assessment of economic issues to identify and remove potential inhibitors to fostering stabilization of the affected communities. Within (#) days, return affected areas to a sustainable economy for an event with $ (#) in total costs.

Health and Social Services

Sample Questions to Consider

- How many hospitals and primary care facilities could be impacted? What types? In what areas?
- What populations are covered by the hospitals and primary care facilities that could be impacted?
- How many social service facilities could be impacted? What types? In what areas?
- What populations are covered by the social service facilities that could be impacted?
- What types of health and social services assessments should be performed because of the incident?
- How many assessments should be conducted?
- At what types of facilities should assessments be conducted?
- Over how large an area should assessments be conducted?
- How long should assessments be conducted?
- How frequently should assessments be updated?
- How quickly should health and social service assessments be conducted?
- How many people could be directly impacted by the loss of these health and social services?
- How will impacted populations be supplemented with needed health and social services? For how long?
- How should health and social service providers identify and coordinate with other local, state, tribal, and Federal partners on the assessment of food, animal, water, and air conditions to ensure their safety?
- When should a health and social services recovery plan be developed?
- What entities should be involved in developing the recovery plan?
- What stakeholders should be involved in conducting health and social services damage assessments?
- When and how should funding be allocated to health and social services recovery projects?
- What stakeholders should be involved in developing the health and social services recovery plan?
- Who should manage health and social services recovery operations?
- How should health and social services recovery initiatives be coordinated to leverage available resources and reduce potential for conflicts?
- How should recover planners engage the community to develop recovery plans?
- How should stakeholders continually monitor long-term health and social service impacts of the disaster? For how long? For what populations?

Sample 2013 Capability Targets

- Within (#) days, identify critical areas of need for health and social services, complete an assessment of community health and social service needs, and develop a comprehensive recovery timeline. Within (#) months, restore and improve the resilience and sustainability of health and social service networks – including the (#) hospitals, (#) community health facilities, and (#) psychiatric institutions damaged in the incident – to meet the needs of and promote independence and well-being of community members.
- By (#) days, complete an assessment of community health and social service needs for (#) people across (#) counties and (#) jurisdictions and develop a comprehensive recovery timeline. By (#) days, restore essential health and social services functions for (#) people, including (#) patients

hospitalized, families of (#) deceased; (#) persons living below poverty levels; (#) persons with a functional/access need (hearing, (#); vision, (#); cognitive, (#); ambulatory, (#); self-care, (#); and independent living, (#)) and (#) persons under the age of 18.

Housing

Sample Questions to Consider

- What stakeholders should be involved in housing recovery?
- How many housing units and what types (single, multi-family) could be destroyed by an incident?
- How many housing units could sustain major damages and require repaired?
- How quickly should housing units be repaired?
- How should the interim housing mission be accomplished?
- What interim housing solutions should be available? For how long? In what areas?
- What stakeholders are involved in providing interim housing solutions?
- For how many individuals should temporary housing solutions be provided?
- How quickly should those needed housing be placed in interim housing solutions?
- How quickly should housing damage assessments be initiated after an incident? How frequently should they be updated? When should they be completed?
- What is the process for conducting housing damage assessments?
- What stakeholders should be involved in conducting housing damage assessments?
- What stakeholders are involved in repairing and restoring damaged housing?
- How quickly should those needing housing be provided permanent housing?
- What permanent housing options should be provided?
- For how many individuals should permanent housing solutions be provided?
- How many skilled housing contractors and workers are available within the impacted area?
- What should the process be to allow out-of-area contractors into the impacted area to assist with repairs?
- What licensing requirements should be in place for out-of area contractors?
- How should coordination among housing recovery stakeholders be managed? How should timely construction of housing that complies with local, state, and national model building codes, including accessibility standards, be facilitated?
- When should a housing recovery plan be developed?
- What entities should be involved in developing the housing recovery plan?
- When and how should funding be allocated to housing recovery projects?
- What stakeholders should be involved in developing the housing recovery plan?
- Who should manage housing recovery operations?
- How should housing recovery initiatives be coordinated to leverage available resources and reduce potential for conflicts?
- How should recover planners engage the community to develop housing recovery plans?

Sample 2013 Capability Targets

- Within (#) days of an incident, assess the housing impacts and needs of the (#) residences destroyed or damaged extensively. Within (#) days of an incident, identify temporary housing options and

develop and implement a plan for interim housing for the (#) displaced population that require longer term solutions.

- Within (#) hours of an incident, assess preliminary housing impacts and needs for (#) households and identify currently available options for temporary housing. Within (#) days of an incident, transfer (#) evacuated disaster survivors— including (#) people requiring shelter, (#) of which have access and functional needs— and (#) household pets and service animals from shelters to temporary housing.

Natural and Cultural Resources

Sample Questions to Consider

- What are the critical natural resources that could be affected by the event?
- How should they be brought back to pre-event levels? How quickly?
- What stakeholders are involved in the natural resources recovery process?
- How should a natural resource damage assessment be conducted? How quickly? Over how large of an area?
- How quickly should a natural resource damage assessment be completed?
- How often should natural resource damage assessments be updated?
- How should stakeholders continually monitor long-term natural resource impacts of the disaster? For how long? Over what areas?
- What are the critical cultural resources that could be affected by the event?
- How should they be brought back to pre-event states? How quickly?
- What stakeholders are involved in the cultural resources recovery process?
- What equipment is required for restoration of cultural resources?
- How quickly should a cultural resource damage assessment be completed?
- How often should cultural resource damage assessments be updated?
- How should stakeholders protect against further damages to the natural and cultural resources?
- How should opportunities be identified to leverage natural and cultural resource protection with hazard mitigation strategies?
- What stakeholders should be involved in developing a Natural and Cultural Resources action plan that identifies how the agencies leverage resources and capabilities to meet the community's needs?
- When should a natural and cultural resources recovery plan be developed?
- What entities should be involved in developing the natural and cultural resources recovery plan?
- When and how should funding be allocated to natural and cultural resources recovery projects?
- What stakeholders should be involved in developing the natural and cultural resources recovery plan?
- Who should manage natural and cultural resources recovery operations?
- How should recovery planners engage the community to develop natural and cultural resources recovery plans?

Sample 2013 Capability Targets

- Within (#) hours of an incident, implement measures to protect, stabilize, restore, and decontaminate records and culturally significant documents, objects, and structures. Within (#) days of an incident, conduct a preliminary assessment of the impacts to natural and cultural resources and historic properties, and within (#) months complete recovery actions to preserve, conserve, rehabilitate, and restore them.

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- Within (#) week(s) of an incident, conduct an initial damage assessment, stabilize natural and cultural resources, and begin debris removal operations. Within (#) month(s) of an incident, implement the plan and restore/reopen (#) natural and cultural resources in coordination with all relevant whole community partners.
- Within (#) months of the opening of the JFO, preserve natural and cultural resources in (#) cities and towns through the coordinated efforts of each community, natural and cultural resource experts and the recovery team.

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